EURO MPM
European Master
in Project Management

Fachhochschule
Dortmund
University of Applied Sciences and Arts

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On the Role of Project Organization in Project Management Standards and New Approaches for Project Organization

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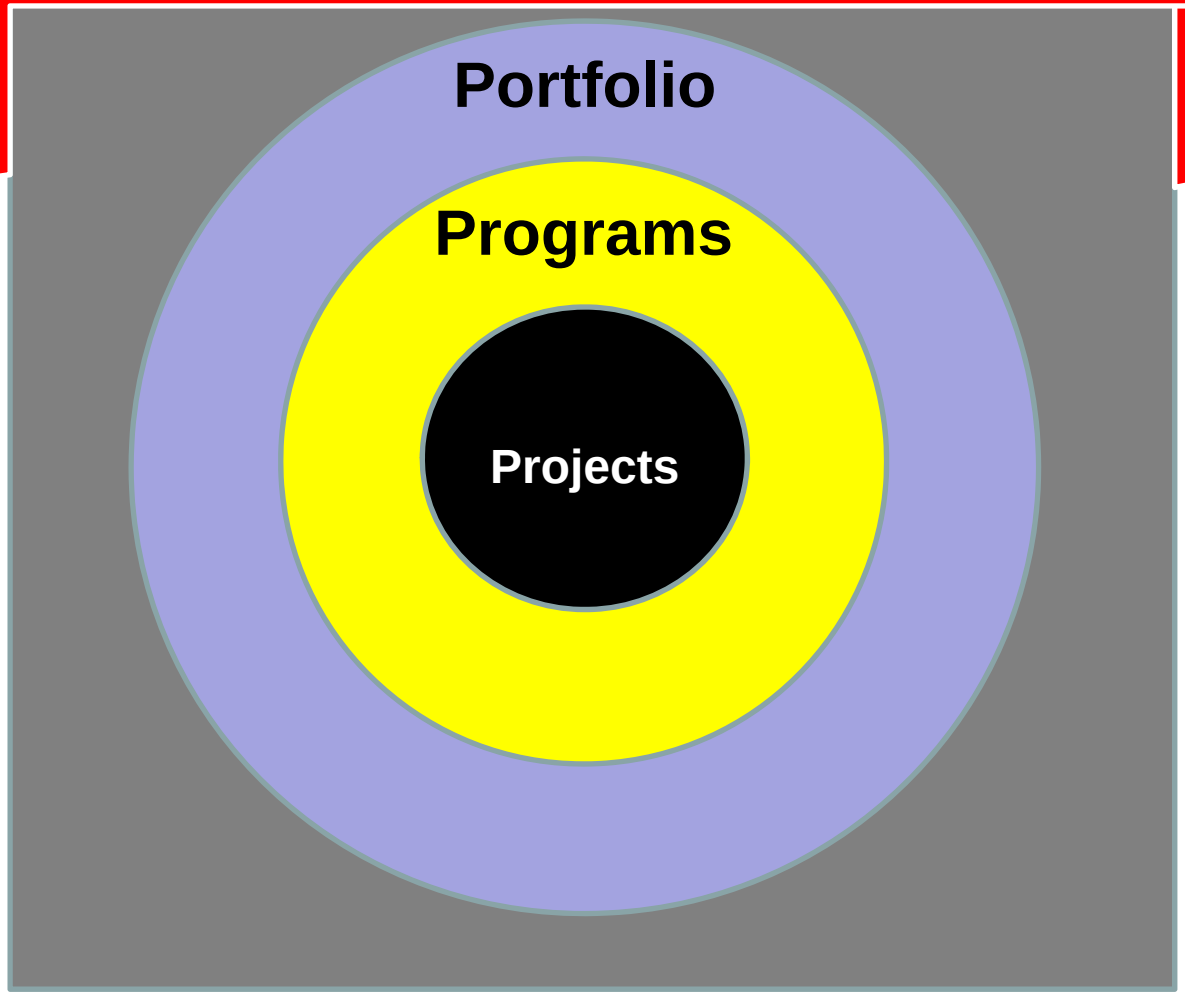
Agenda

- Introduction
- Project Organization Management / Organizational Project Management
- Processes for Project Organization Management
- Conclusion – Project2020

Project Organization Management / Organizational Project Management

Organizational Project Management



Organizational Project Management

Organizational Project Management			
	Projects	**Programs**	**Portfolios**
Scope	**Projects have defined objectives. Scope is progressively elaborated throughout the project life cycle.**	**Programs have a larger scope and provide more significant benefits.**	**Portfolios have an organizational scope that changes with the strategic objectives of the organization.**

PMI: PMBOK 5, 2013, page 8.

Organizational Project Management

Organizational Project Management			
	Projects	**Programs**	**Portfolios**
Planning	**Project managers progressively elaborate high-level information into detailed plans throughout the project life cycle.**	**Program managers develop the overall program plan and create high-level plans to guide detailed planning at the component level.**	**Portfolio managers create and maintain necessary processes and communication relative to the aggregate portfolio.**

PMI: PMBOK 5, 2013, page 8.

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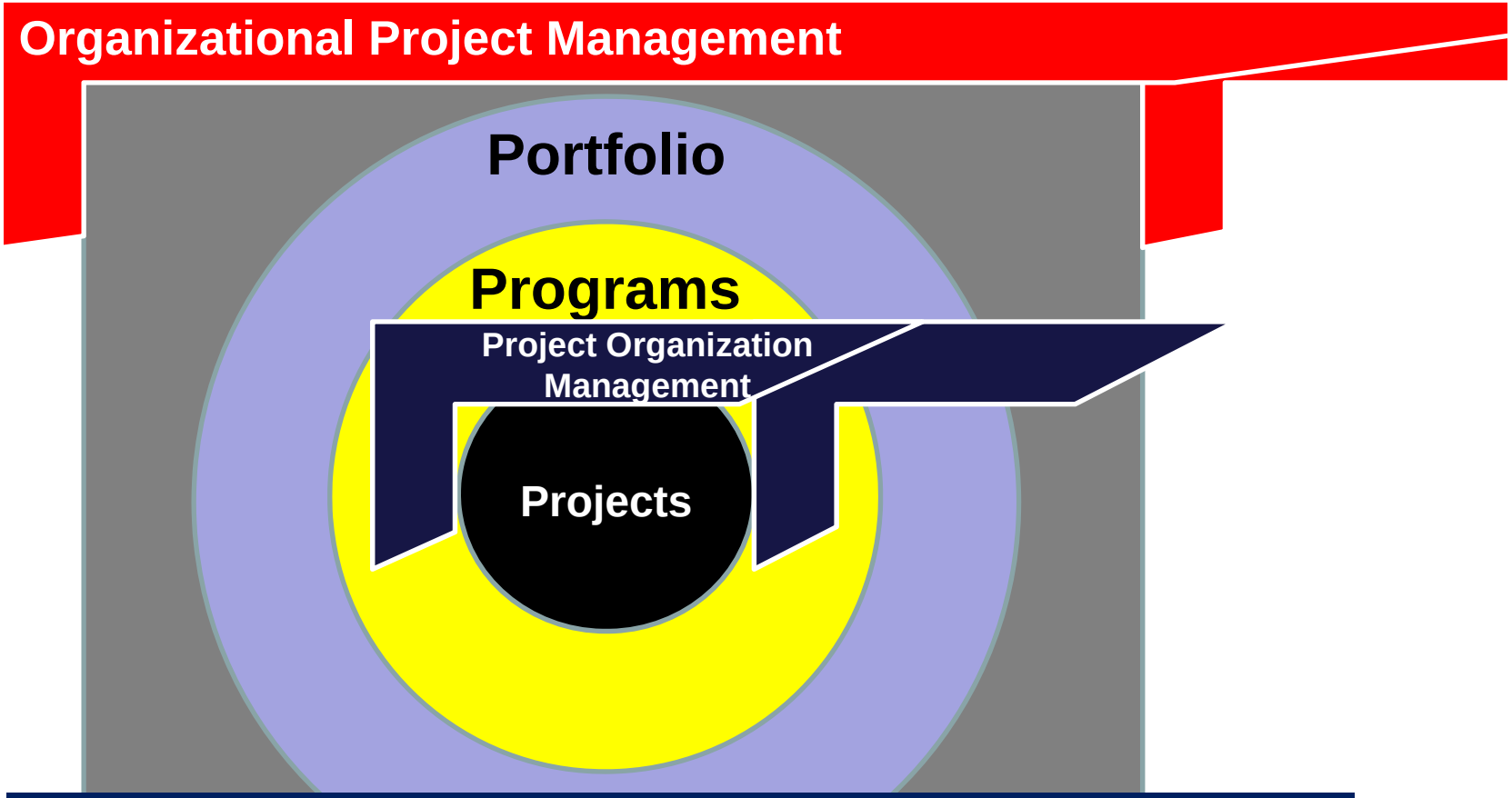
Project Organization Management / Organizational Project Management



Project Organization Management is undeveloped in PMBOK and underdeveloped in ISO 21500 and other PM standards!

Project Organization Management

Project Organization Management has to

- **prepare**
- **plan**
- **establish**
- **monitor and control, and**
- **close**

the organization of a given project under given strategies and standards -

must define Roles and responsibilities.

And what do we have in our standards?

Introduction

PMBOK® is one of the most important standards for Project Management, based on

- **47 Processes described in**
- **10 Knowledge Areas and**
- **5 Process Groups**

Introduction

PMBOK ® is one of the most important standards for Project Management, based on

- 47 Processes described in
- 10 Knowledge Areas and
- 5 Process Groups

But

- **Many processes are missing**
- **Many existing processes are not well embedded in the information flow**
- **Knowledge areas are missing**
- **Some parts of PMBOK® are outdated**

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Table 3-1. Project Management Process Group and Knowledge Area Mapping

Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work	4.4 Monitor and Control Project Work 4.5 Perform Integrated Change Control	4.6 Close Project or Phase
5. Project Scope Management	empty	5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS	empty	5.5 Validate Scope 5.6 Control Scope	empty
6. Project Time Management	empty	6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Resources 6.5 Estimate Activity Durations 6.6 Develop Schedule	empty	6.7 Control Schedule	empty
7. Project Cost Management	empty	7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget	empty	7.4 Control Costs	empty

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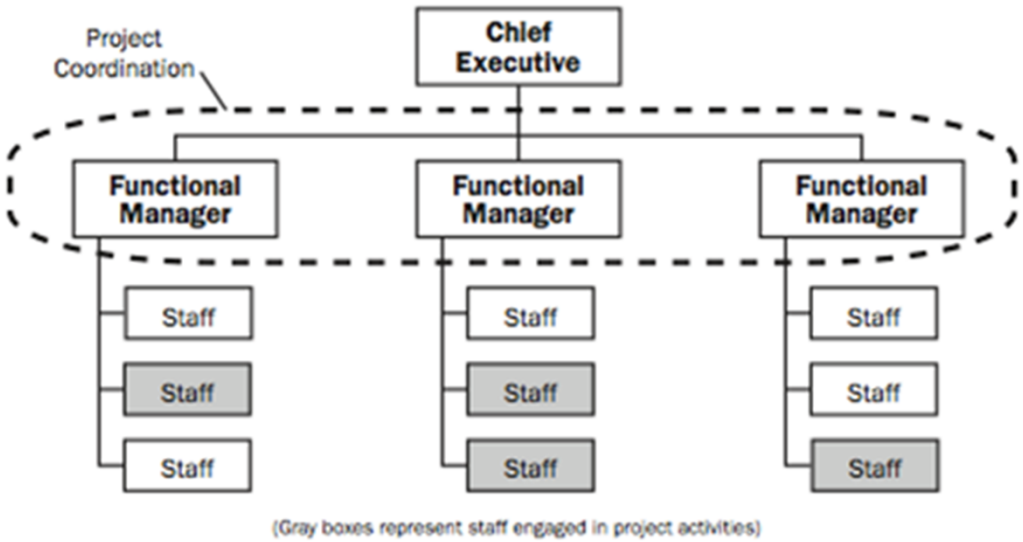
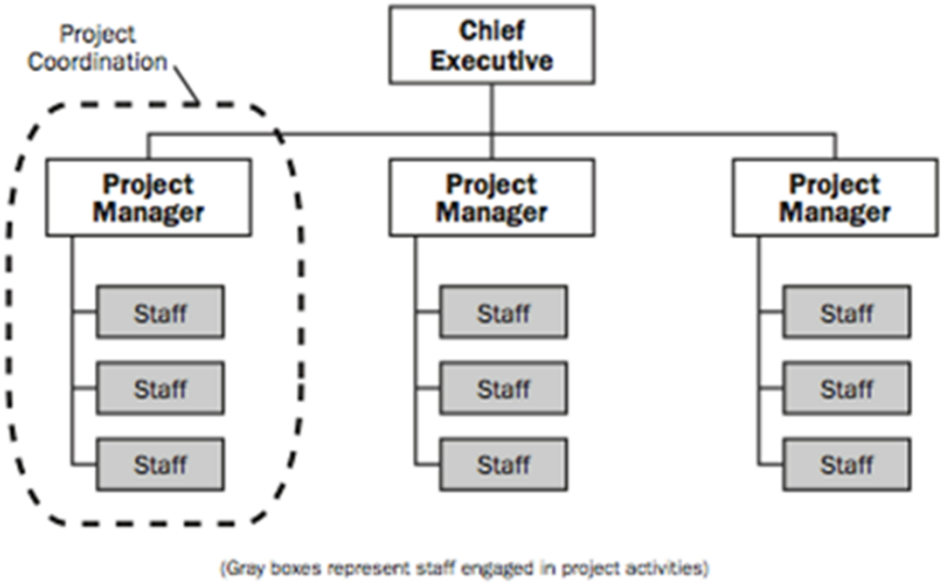
Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
8. Project Quality Management	empty	8.1 Plan Quality Management	8.2 Perform Quality Assurance	8.3 Control Quality	empty
9. Project Human Resource Management		9.1 Plan Human Resource Management	9.2 Acquire Project Team 9.3 Develop Project Team 9.4 Manage Project Team	empty	
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Control Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses	empty	11.6 Control Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	12.4 Close Procurements
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Management	13.3 Manage Stakeholder Engagement	13.4 Control Stakeholder Engagement	empty

PMBOK Project Organization





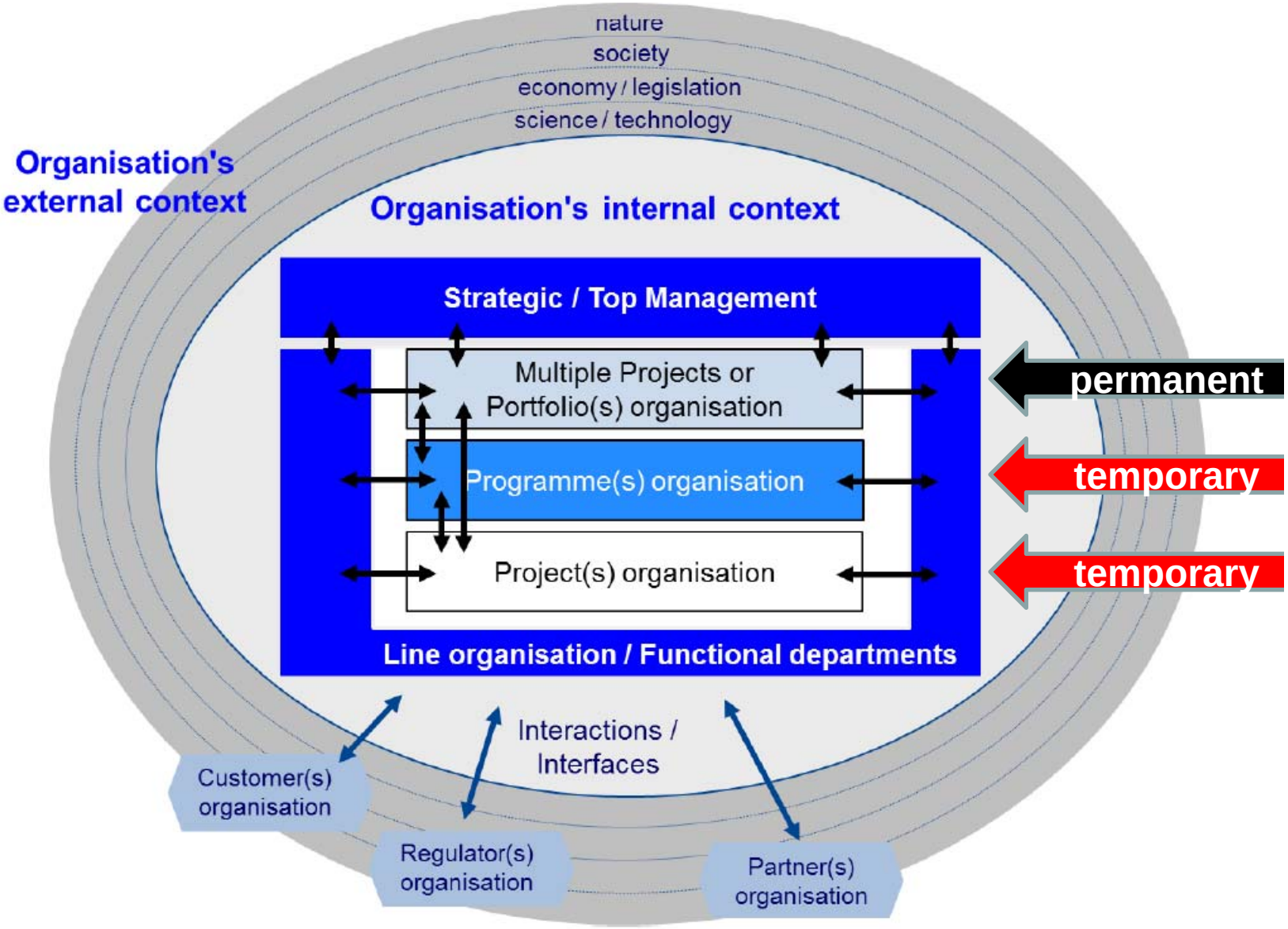
Outdated figures – no significant contributions on PMOs, …

Introduction

No processes on project organization

- but project organization is a core issue for project audit according to DIIR for example.

IPMA OCB


nature
society
economy / legislation
science / technology
Organisation's external context
Organisation's internal context
Strategic / Top Management
Multiple Projects or Portfolio(s) organisation
Programme(s) organisation
Project(s) organisation
Line organisation / Functional departments
permanent
temporary
temporary
Interactions / Interfaces
Customer(s) organisation
Regulator(s) organisation
Partner(s) organisation

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ISO 21500

	Process Groups				
Subject Groups	**Initiating**	**Planning**	**Implementing**	**Controlling**	**Closing**
Integration	Develop Project Charter	Develop Project Plans	Direct Project Work	Control Project Work	Close Project or Phase
				Control Changes	Collect Lessons Learned
Stakeholder	Identify Stakeholders	-	Manage Stakeholders	-	-
Scope	-	Define Scope	-	Control Scope	-
		Create WBS			
		Define Activities			
Resources	Establish Project Team	Estimate Resources	Develop Project Team	Control Resources	-
		Define Project Organization		Manage Project Team	
Time	-	Sequence Activities	-	Control Schedule	-
		Estimate Activity Durations			
		Develop Schedule			

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ISO 2150

That´s all!

Subject Groups	Initiating	Planning			
Integration	Develop Project Charter	Develop Project Pla			
Stakeholder	Identify Stakeholders	-			
Scope	-	Define Scope	-	Control Scope	-
		Create WBS			
		Define Activities			
Resources	Establish Project Team	Estimate Resources	Develop Project Team	Control Resources	-
		Define Project Organization		Manage Project Team	
Time	-	Sequence Activities	-	Control Schedule	-
		Estimate Activity Durations			
		Develop Schedule			

4.3.17 Define project organization

The purpose of **Define project organization** is to secure all needed commitments from all the parties involved in a project. Roles, responsibilities and authorities that are relevant to the project should be defined for the project according to its nature and complexity and should consider the performing organization's existing policies.

The definition of the project organizational structure includes the identification of all project team members and other persons directly involved in the project work.

Define project organization includes the assignment of project responsibilities and authorities. These responsibilities and authorities may be defined at the project level, work packages level, or at the activity level. Those definitions usually include responsibilities to perform the approved work, responsibilities to manage the project progress and the resources allocated to the project.

The primary inputs and outputs are listed in Table 17.

Table 17 — Define project organization: primary inputs and outputs

Primary Inputs	Primary Outputs
— Project plans — Work breakdown structure — Resource requirements — Stakeholder register — Approved changes	— Role descriptions — Project organization chart

DRAFT

Project Organization Management

Project Organization Management has to

- **prepare**
- **plan**
- **establish**
- **monitor and control, and**
- **close**

the organization of a given project under given strategies and standards.

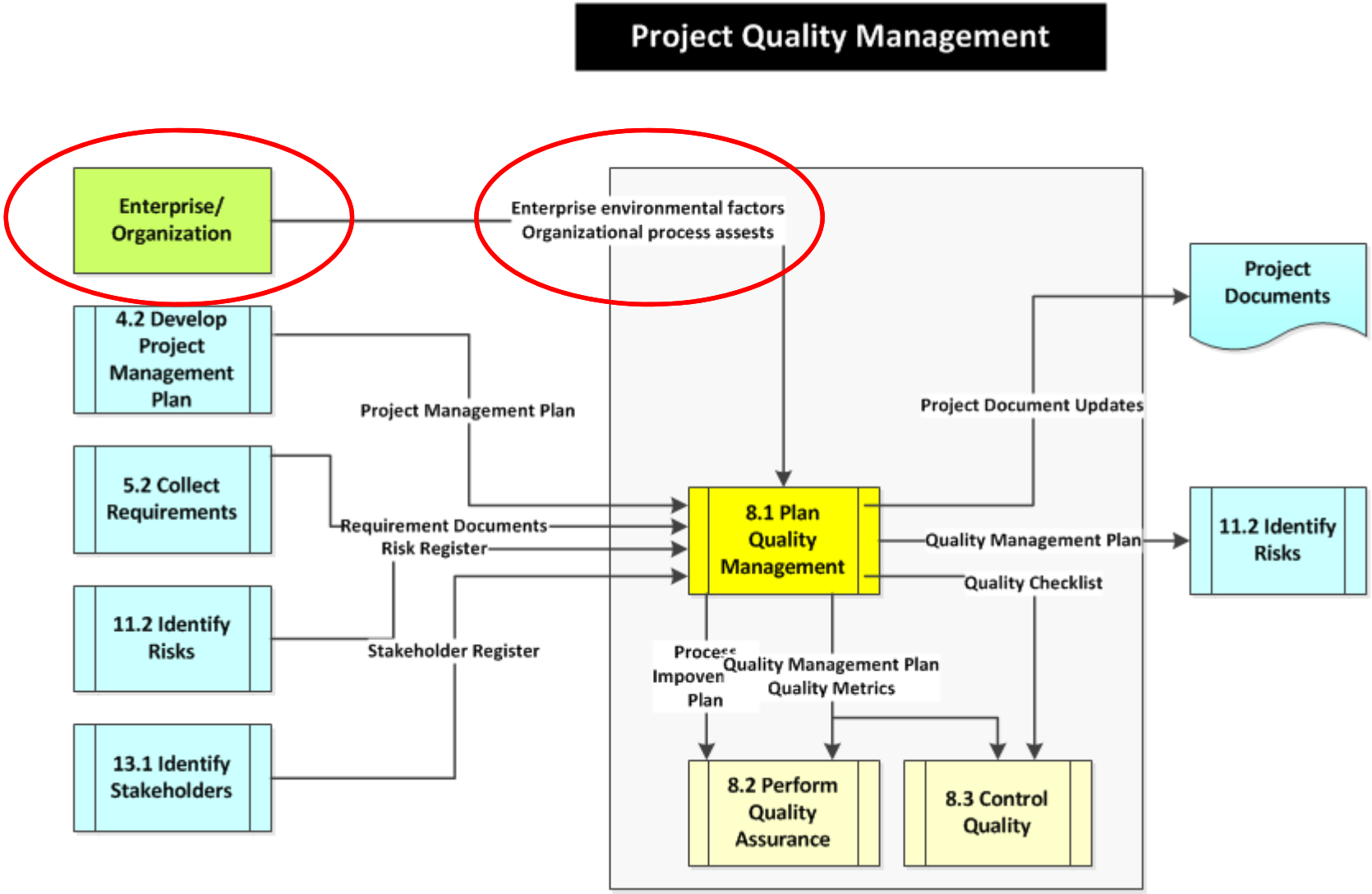
Roles and responsibilities must be defined.

Project Organization Management

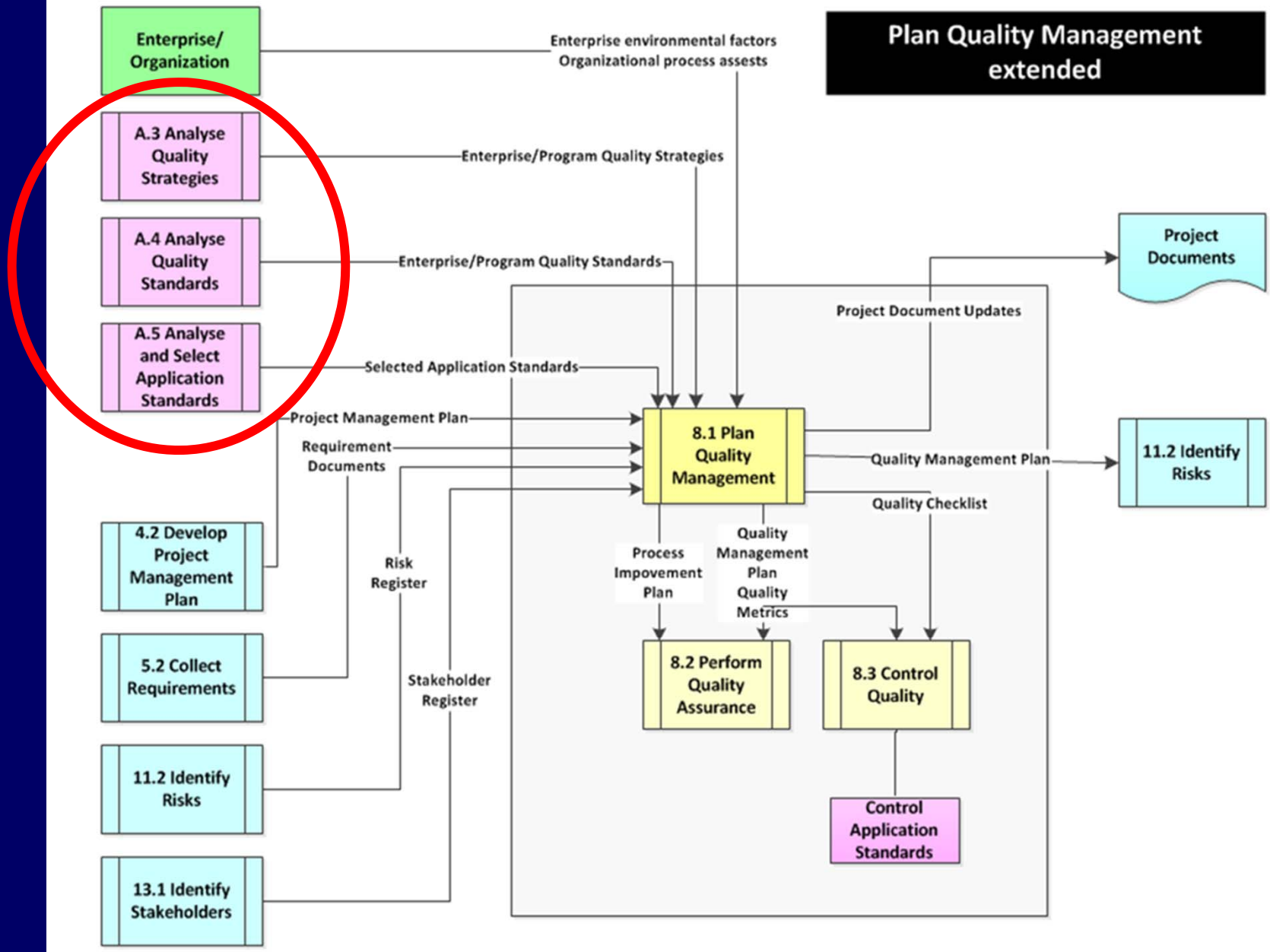
Project Organization Management should be developed at a higher level than typical PMBOK-approaches.

Next slides show such improvements for given PMBOK-concepts.

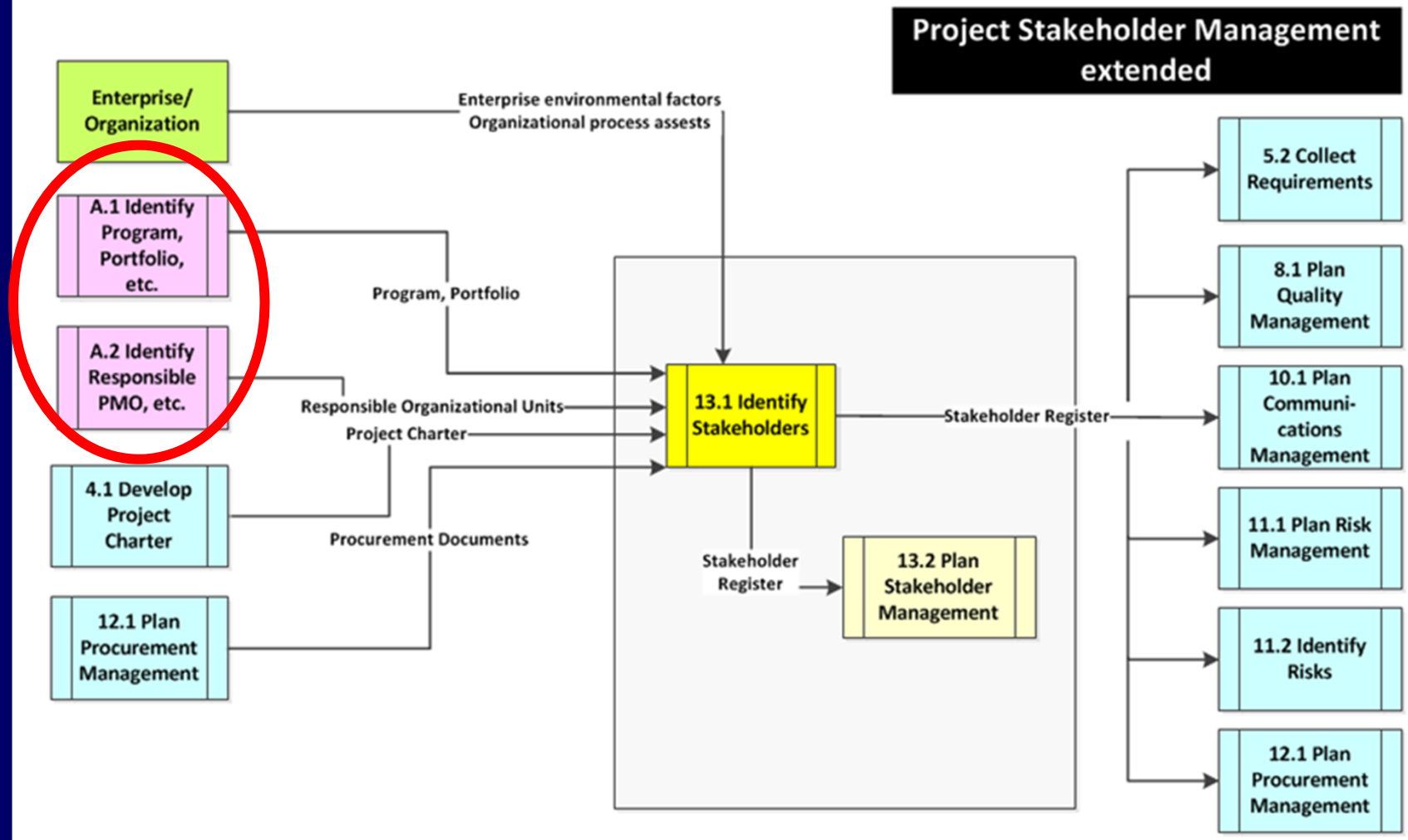
Process Extensions – Open! Boxes



Process Extensions – Open! Boxes



Process Extensions – Open! Boxes



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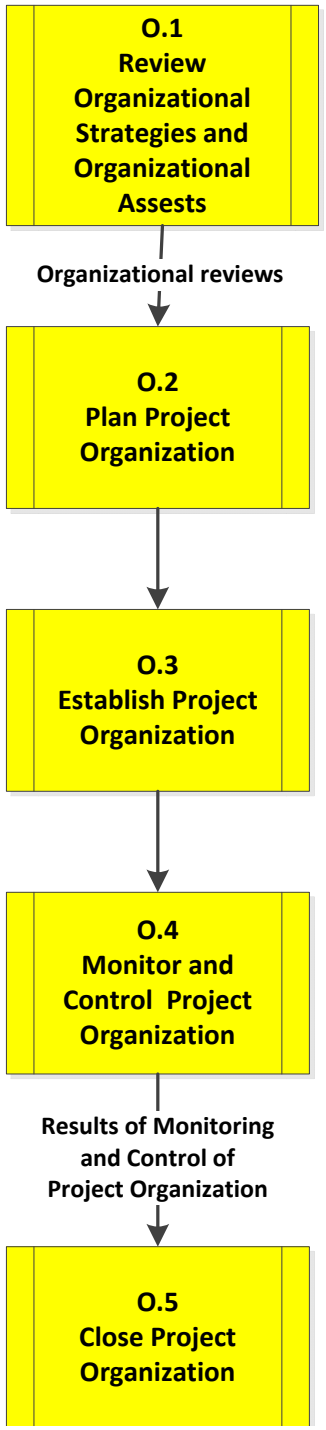
Project Organization Management

Processes for all process groups are defined.



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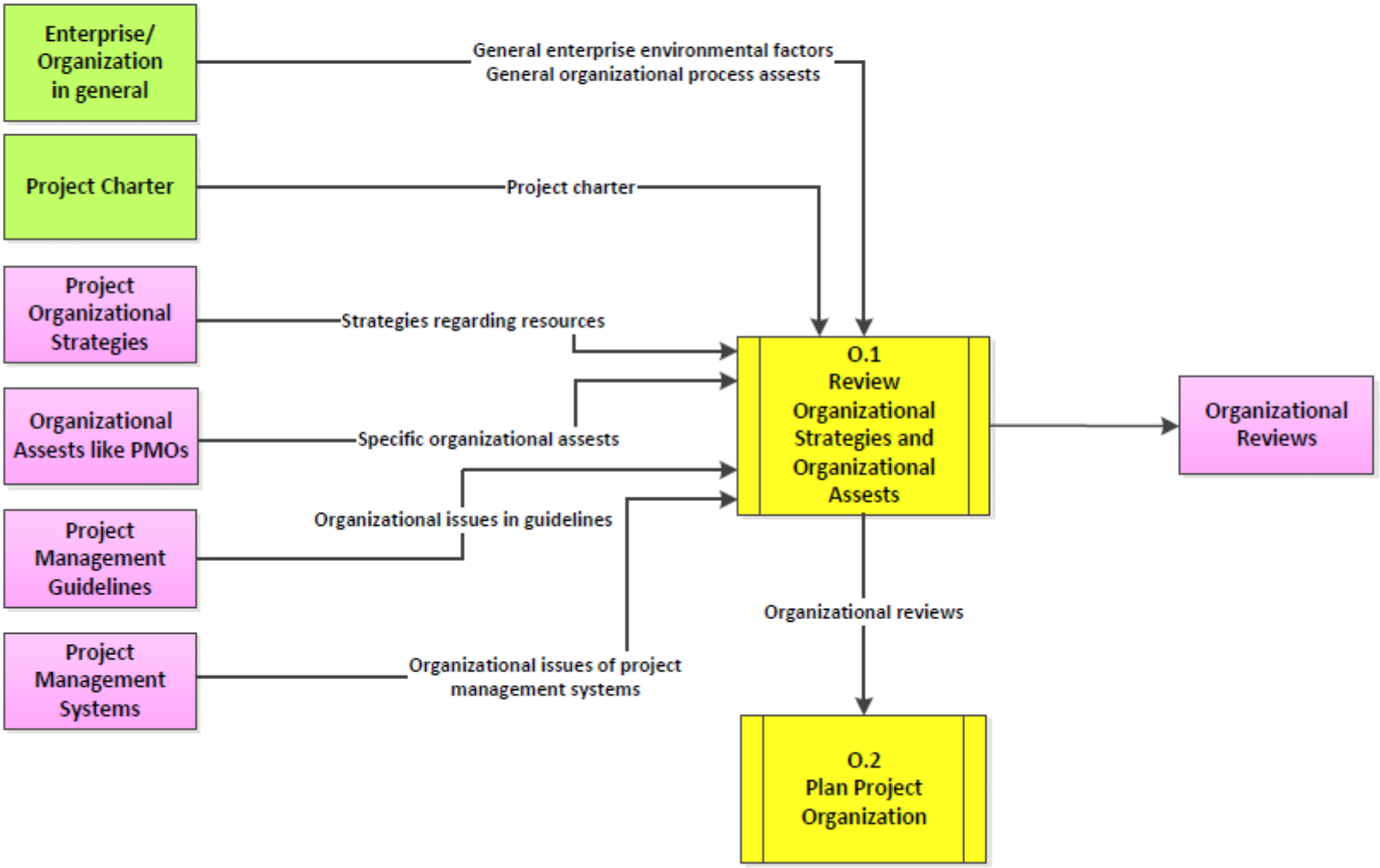
Project Organization Management



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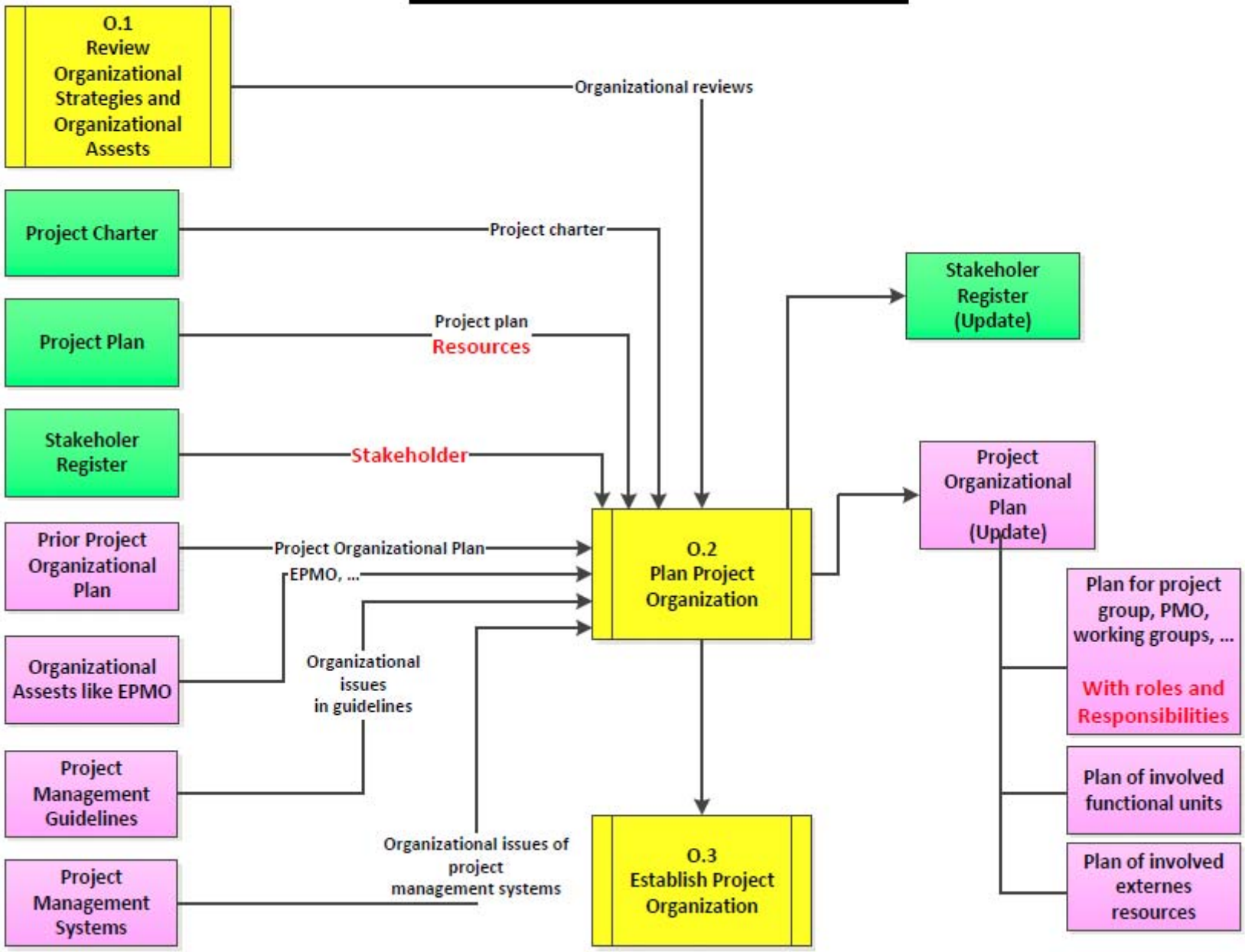
Project Organization Management



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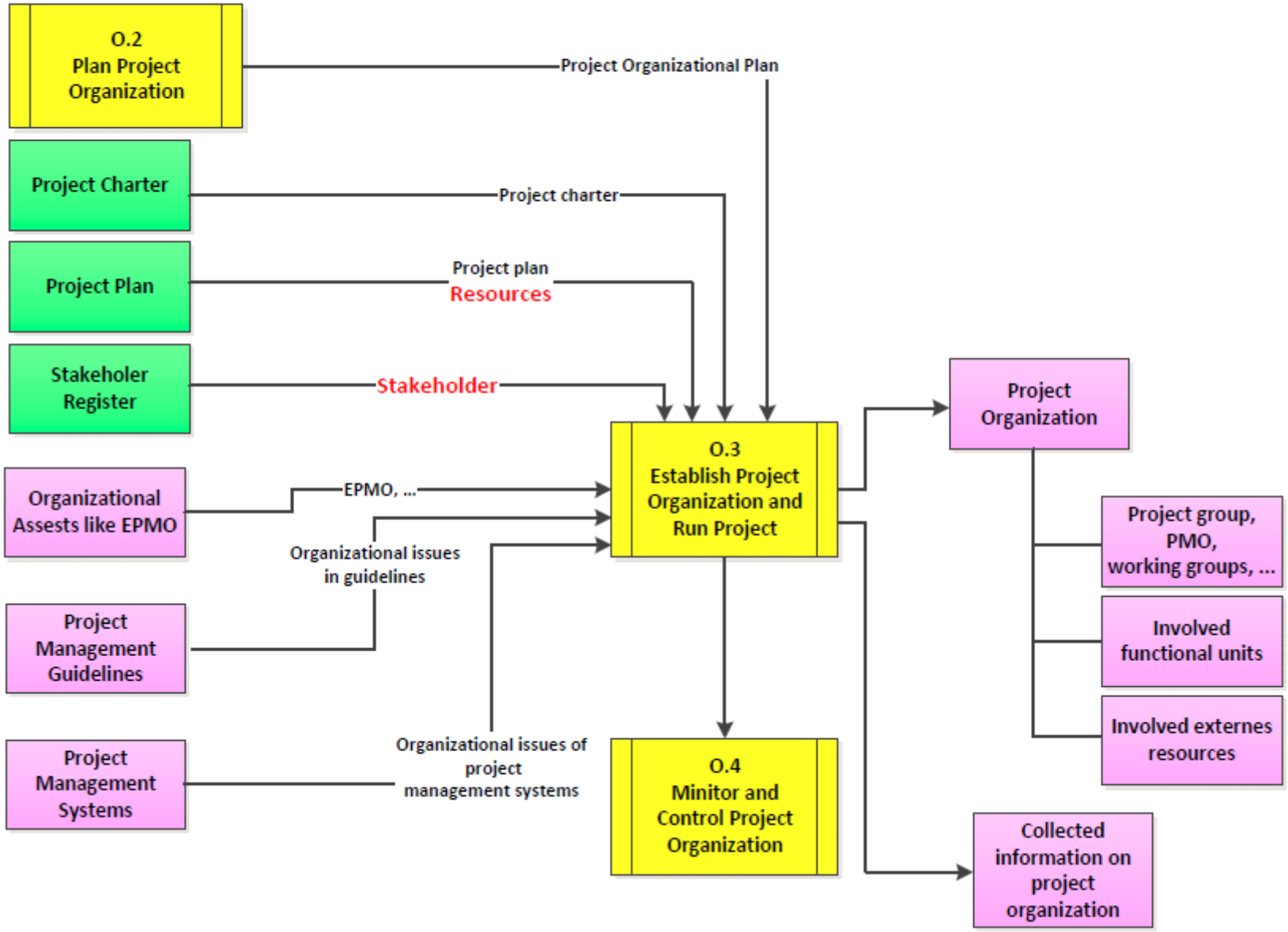
Project Organization Management



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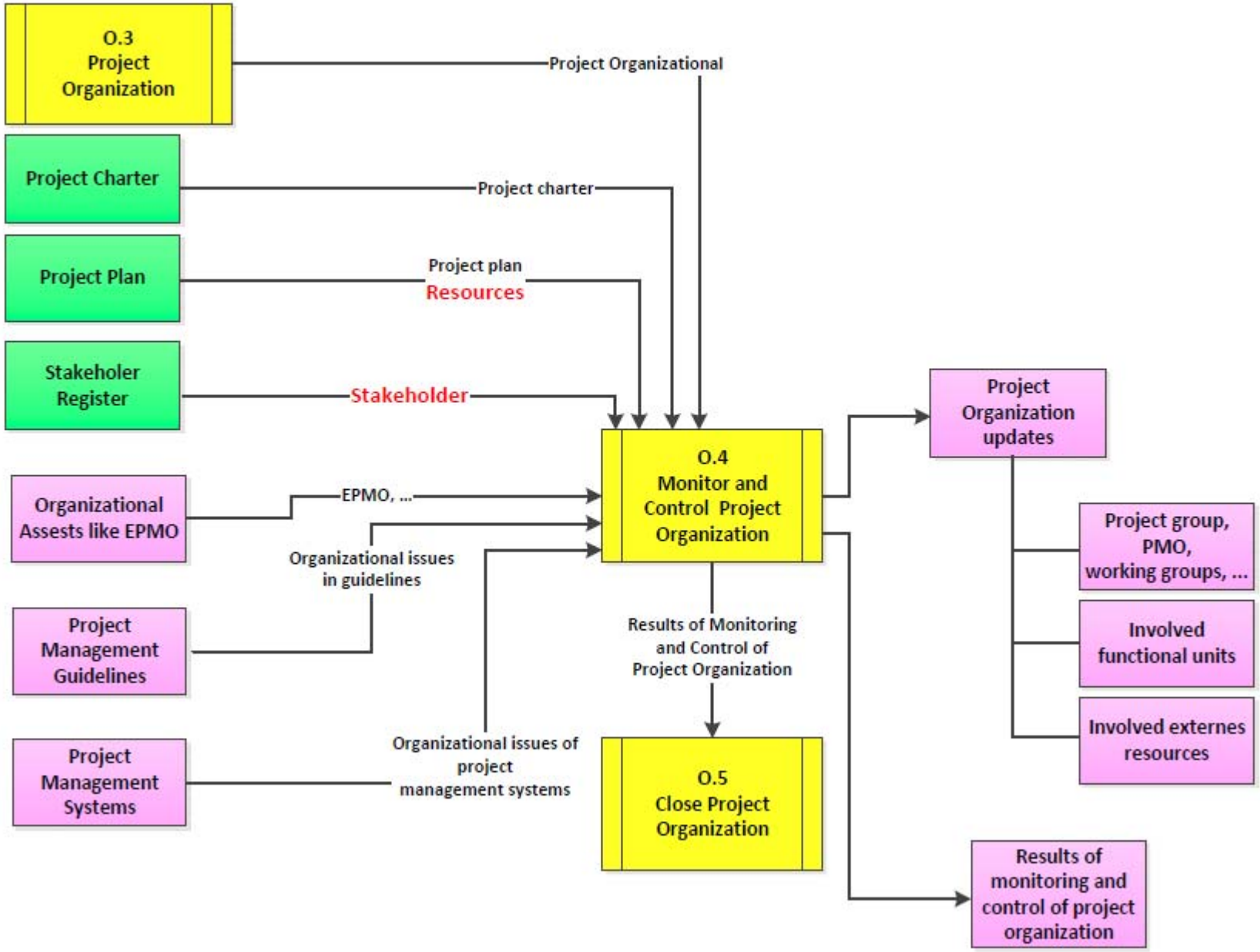

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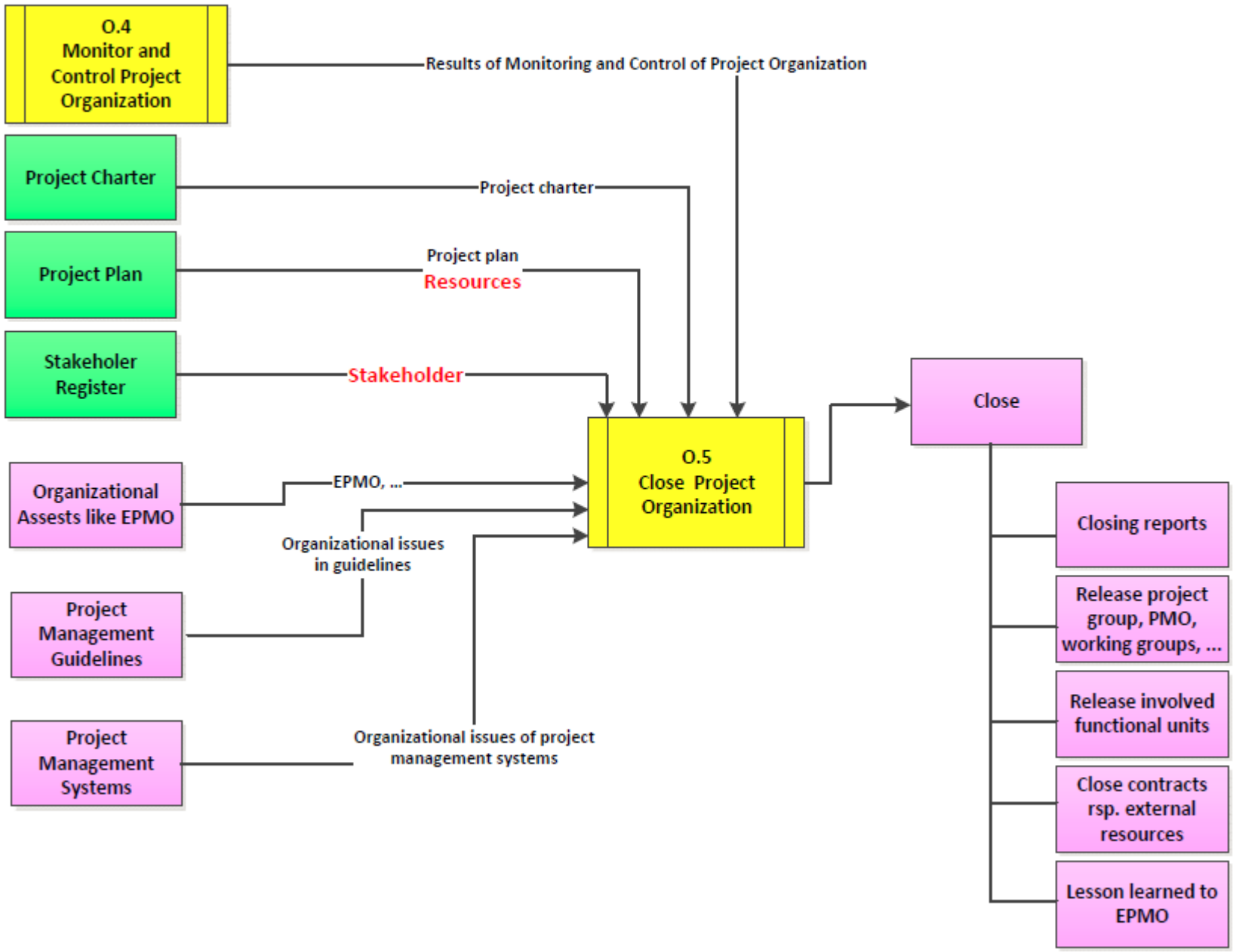

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New Knowledge Area

Project Management including Sustainability

Initiating	Planning	Executing	Monitoring Control	Closing	Process Groups / Knowledge Areas
Project Charter	Project Management Plan	Manage Work	Monitor, Control	Close Project	Integration Management
	Scope, Requirements, WBS		Control Scope		Scope Management
	Plan Schedules, Resources, ...		Control Schedule		Time Management
	Plan Costs		Control Cost		Cost Management
Analyse and determine Strategies and Standards to use	Plan Quality Management	Perform Quality Assurance	Control Quality		Quality Management
Analyse and determine Strategies and Standards to use	Plan Sustainable Management	Perform Sustainable Project Execution	Control Sustainable Project Execution	Collect and submit lessons learned	Sustainability Management
	Plan HR Management	Perform HR Management			Human Resource Management
	Plan Communications Management	Manage Communications	Control Comunication		Communicati o Management
	Identify Risks, Plan Risk Management, Analyse Risks		Control Risks		Risk Management
	Plan Procurements	Peform Procurements	Control Procurement	Close Procurements	Procurement Management
Identify Stakeholders	Plan Stakeholder Management	Manage Stakeholers	Control Stakeholders		Stakeholder Management

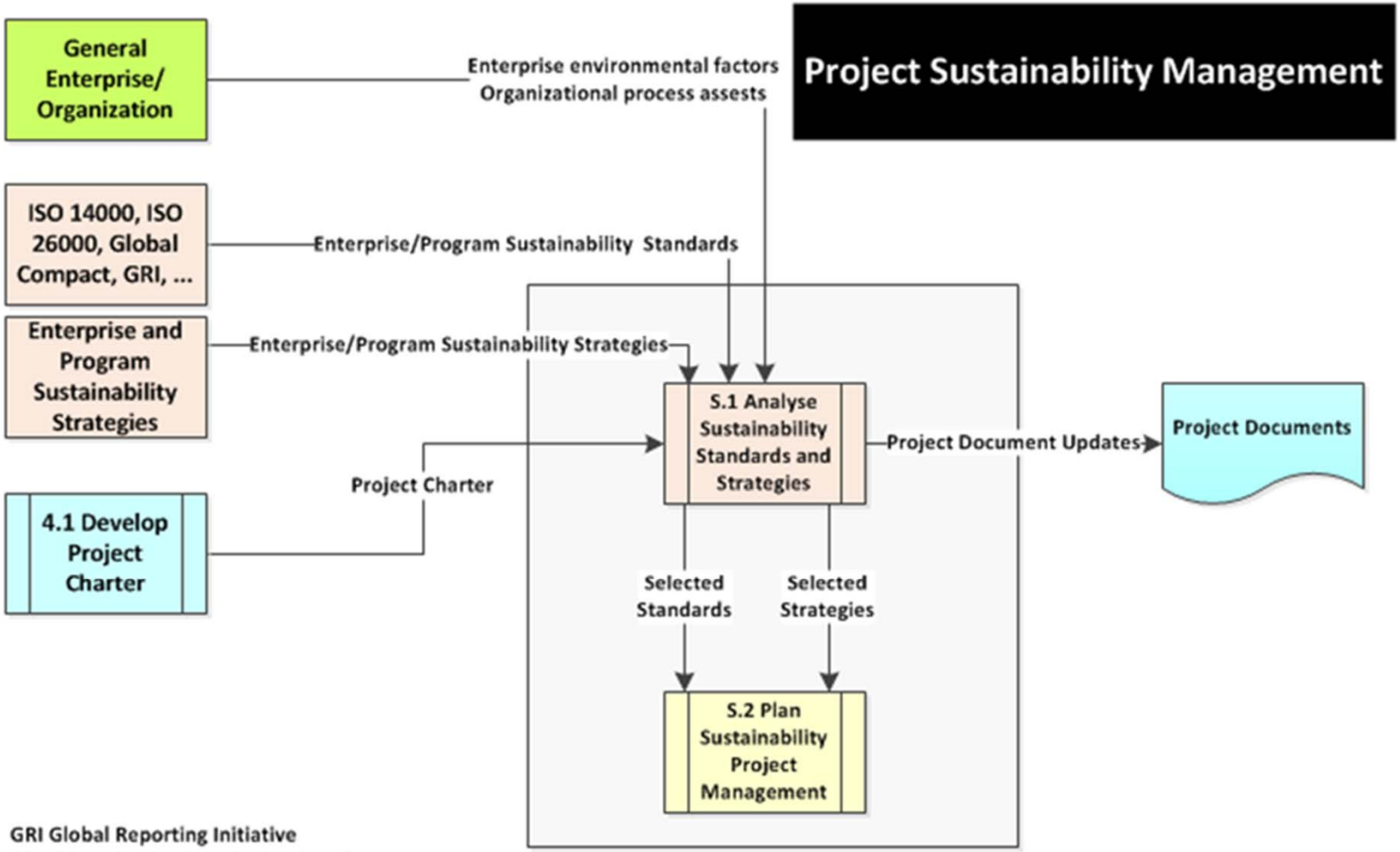
Sustainable Project Management

Must be based upon the strategic and operational aspects of sustainable management

ISO 14000, 26000, GRI, ESD, ...
Sustainability issues of the program
Application standards
Organizational standards regarding sustainability

GRI Global Reporting Initiative
ESD Education for Sustainable Development

New Knowledge Area



GRI Global Reporting Initiative
ESD Education for Sustainable Development

Project2020

Contributions on Project Organization Management are embedded in a redesign of Project Management focused on

- **improving education**
- **supporting simulation**
- **helping to customize project management**

Project2020 – Reshape Knowledge Fields

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Knowledge Fields

1. Concept Building
   - Review Strategies (Innovation, .)
   - Shape Ideas, Initializate
   - Develop Project Charter
   - Communicate Project Charter
   - Decide about Project Charter

2. Stakeholder Management
   - Identify and List Stakeholders
   - Manage Stakeholders

3. Project Organization
   - Review Organizational Strategies
   - Plan Project Organization
   - Establish Project Oganization
   - Close Project Organization

4. Scope Management

5. Time Management

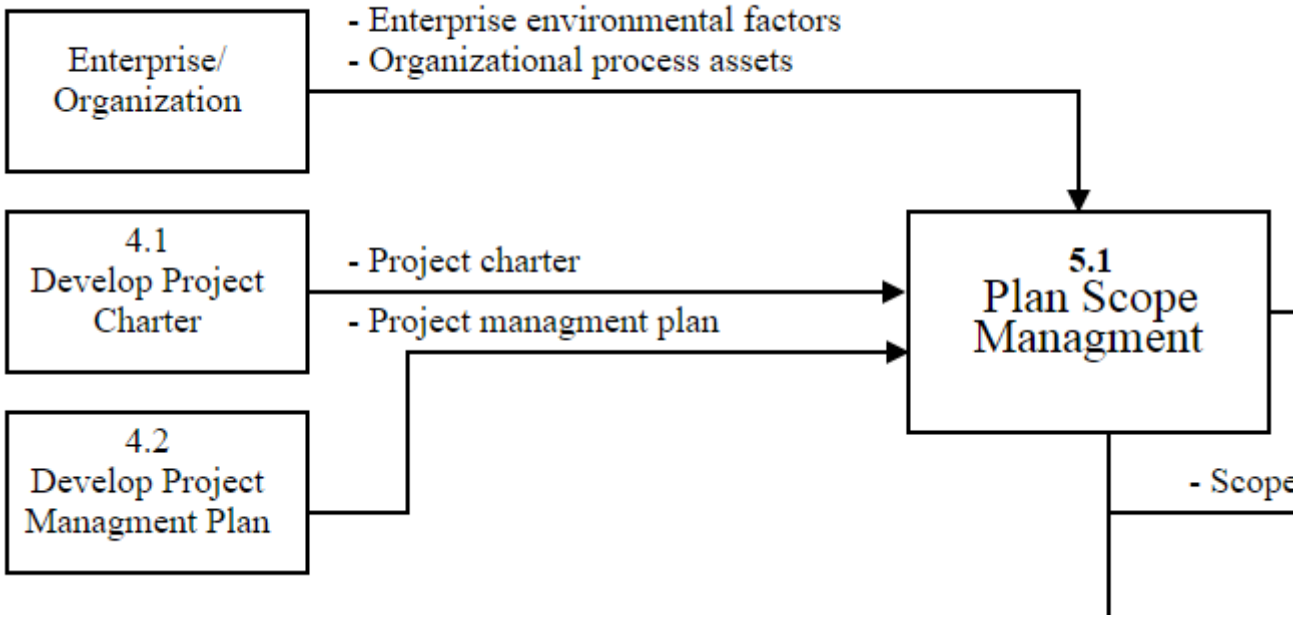
6. Cost Management

7. Quality Management
   - Review Quality Strategy
   - Plan Quality
   - Management Quality
   - Control Quality
   - Close Quality

8. Sustainability Management
   - Review Sustainability Strategy
   - Plan Sustainability
   - Manage Sustainbility
   - Control Sustainability
   - Close Sustainability

9. Human Resources
10. Communication
11. Procurement
12. Risk
13. Integration

Project2020 – Web-based Interactive Plattform based on Scalable Vector Grapics (SVG)

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